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FROM THE DESK OF THE CDEEOO

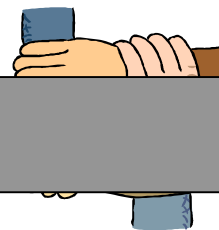


We Are One!!!

By: Harry Carter
CDEEOO

A couple of months ago, I read an article that has since been the subject of many conversations. A certain Admiral sent out an e-mail that boldly proclaimed that we are one NAVAIR. It's been interesting, to say the least, to read the corresponding e-mails from TEAM members offering their opinion regarding that bold proclamation. After

carefully studying what everybody else has said and/or written, I've decided what the heck, it's a good time for me to throw my two cents in. After all, to me this is a "no brainer"; no question about it...we are one. We're all in this together. That's exactly why I love this field we're in. Equal Employment Opportunity is a perfect example of us being "one." We're all in this together. When you really think about the big picture, it doesn't really matter at what activity you work. As far as the command's EEO program is concerned, we're only as strong as our weakest link. That's the challenge that makes it so exciting. The challenge of getting us all on the same page for the benefit of the whole. I'll be the first to admit it isn't always easy. At times, it isn't easy for me and I know that at times it isn't easy for you. But after all the debates (some may even call them arguments), after all the disagreements, and after all the misunderstandings, we always find ourselves back to square one...we are one. That's what makes NAVAIR special. That's what sets us apart from other commands. I'm proud of the fact that the command's EEO program doesn't take a back seat to anyone's. For this, each one of you as individual parts deserves all of the credit for the success of the whole. We are each doing our part to make the whole complete. Be proud EEO people, for we **are** one NAVAIR.



PROGRAM UPDATES

EEO Program Management Update

By: Judy Scott
Command EEO Program Manager

The Deputy Equal Employment Opportunity Officer's (DEEOO) Enterprise Team (DET) has been in operation for six months now. That means I've had at least six scheduled conversations with each DEEOO/Site Manager during which we've talked about every aspect of the EEO Program at that site. During the hours we've spent on the phone discussing program requirements, we've also talked about the Commander's Conference Initiative and our 7.3.4 under-representation initiative; preparing and presenting AEP briefings for managers; implementing new People with Disability Program requirements; creating/maintaining effective committees; plus a wide variety of other issues/problems that our DEEOOs/Site Managers face every day. These formal exchanges are in addition to the numerous daily phone calls and emails that take place as we all take care of the command's EEO Program across the country and the world. The main purpose of the DET is to insure that all 13 EEO Program components are operating across the TEAM and it is proving to be very beneficial as it enables the Command staff to remain on top of program successes, deficiencies, and potential hot spots at each activity. Supplementing communication tools already in place, the DET also gives us a great opportunity to provide one-on-one help with TEAM projects like the Commanders Conference Initiative as we did this past quarter as well as with our new requirements, e.g., the

quarterly under-representation report, a focus for the third quarter. We can monitor the POA&Ms that are helping activities get on track with program requirements. Another plus is that by being a central person speaking with each site, I am able to share the successful ideas and initiatives of one site with another site that may be struggling with the same or similar problems. As the scope of the DET expands, we will soon be including VTC and on-site meetings to further continue the progress that we are making in the Command's EEO Program.

Those who work in EEO understand how complex our business is. If you've known me for any length of time, you know I can be a bit of a cheerleader. You've also undoubtedly heard me say what I've told our DEEOOs/Site Managers who may be feeling the pressure of that complexity – "you have to eat the elephant one bite at a time." The other week I got a copy of an email from one of our site managers who was providing a status report on her accessibility study. She was finishing up her interviews and was tackling initiatives that had come up during the process. This was great to hear, but it was her description of her progress that tickled me – "elephant ears are very tasty."

Harry said in his opening article that we are all one team working together to provide a quality program. I am very proud of our team's successes to date and more so of our plans to be even better!

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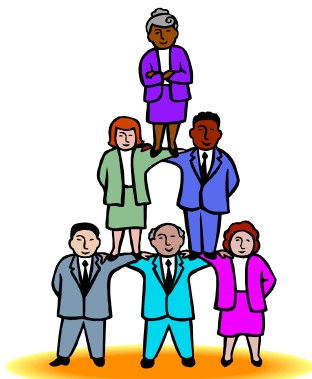
AFFIRMATIVE EMPLOYMENT PROGRAM

Building a Solid Foundation

By: Elise White
Command Affirmative Employment
Program Manager

Hello all! I can't believe a whole quarter has passed. I have to agree with the old adage "time flies when you're having fun!" I have learned so much these past months and enjoyed every moment.

The Command's new AEP multi-year plan is coming along nicely. I'm still meeting with various departments on what Affirmative Action initiatives they've been supporting over the last couple of years. I was able to sit in on some of March's People Focus Group meetings while I was in sunny Orlando when Mary Glotfelty, Director of the Command Career Development Office briefed Admiral Cook and the other members of the Group on NAVAIR's new Career Development Program. The presentation was very informative and quite exciting from an AEP perspective. I've also been meeting with the Command's Professional Recruitment Team and Staffing personnel fairly regularly to get clarification on programs already in place. Just recently,



we've put our plan on hold so I can spend more time working with several of our sites in the development of their AEP programs. It has been very educational to help build a program from the ground up. I've gotten invaluable training for myself, helped train other AEP managers, and have gained extensive first hand knowledge of each of these sites staff, resources and the managers commitment to their AEP program. In the long run, this will make the Command plan much stronger in that each site will be on the road to a viable program. I should be on track again by the end of June and, with the help of our senior managers, hope to have a completed plan by the end of December.

One common problem that was readily apparent in each of the sites I've been working with was their use of CLF data when doing a work force analysis. We discovered that thread carried through to other sites after review of last quarter's Commander's Conference Initiative and 7.3.4. Under-representation Initiative. I can't say too often how important using the correct CLF data is. The work force analysis is the foundation by which management officials base their goals to eradicate under-representation in the workplace. Each site should have received the memorandum I sent out in early April with all the CLF data applicable to all NAVAIR sites. If you have not received it, or have any questions concerning it, please contact me as soon as possible.

On a slightly different note, I have almost finished my review of the AEP Update and Accomplishment reports we received from most of our sites. All the reports share two common problems: (1) There seemed to be more under-representation than was documented with objectives and action

items or explained away in a barrier analysis; and (2) There were objectives and action items with no underlying analysis to say why they were problems. I will be scheduling regular phone meetings soon with all the sites' AEP managers to go over their progress on action items identified in their plans and will work on content/format of the updates and accomplishment reports at that time. I look forward to getting to know more of my NAVAIR teammates and working toward our common goals.

Speaking of teammates! My "roommate", Jenny Bell, the Command Special Emphasis Program Manager, and I have been working very closely together on the Command's and several of our sites' AEP/SEP programs. This collaborative work has helped greatly in defining what are AEP problems and which problems fit more in the SEP world. It's not just two people with common goals who mold the direction our plans take, but it includes specific knowledge of a particular problem area seen from differing viewpoints and a bit of heated discussion (smile) when those viewpoints differ just a bit too much. Old adage number two: "Two heads are better than one"! But it's not just our efforts that make a program viable. Add all the managers, competency administrators, Human Resource Professionals and site EEO staffs and you've still probably left someone out who helps us make our programs an effective tool to achieve a work force representative of the civilian labor force in terms of minorities, women and people with disabilities.

We've come a long way these last three months. It has been very apparent in my conversations with the field sites that there is a better understanding of the whole process known as AEP. Nevertheless, we

still have a way to go and I'm looking forward to working with all the field sites in achieving our common goals.

SPECIAL EMPHASIS PROGRAMS

What's New In SEP

By: Jenny Bell
Command Special Emphasis Program
Manager

Well it's that time again. It's amazing how time flies when we are busy with our everyday duties and responsibilities. It seems like it was just yesterday that I completed my first newsletter article and here we are again typing another. As mentioned in our last newsletter "Bits and Pieces", Robin and I were splitting the Special Emphasis Programs. As noted we were in the process of making changes to our organizational structure to better service the Command, so therefore one of us would be assigned all of the Commands SEPs and the other would become a General EEO Specialist. Since then we have made the transition. The previous two SEP positions have been combined into one, and I have been assigned and am responsible for establishing and maintaining a fully operational program for all six of the Command's Special Emphasis Programs (SEPs). I look forward to working with each of you in all six SEP program areas.

Robin Joy has been converted to a General EEO Specialist, and will be responsible for assisting in other program areas such as keeping the command abreast with training issues, complaints, program administration, command inspections, etc. Some of you may have already received information from Robin.

One initiative I'm tackling since I've assumed the duties of overseeing all six of the Special Emphasis Programs is to ensure that there is an open line of communication with each of you. I feel this is one of the important factors in working as a team. It ensures everyone is kept abreast of any changes/updates that may be occurring. I thought I would use the newsletters as a means of keeping everyone up to date and also a way of letting everyone know what's going on around the Command.

Since the last newsletter, I have continued to grow and learn more and more every day about how important it is to have an EEO program in place. As Harry stated to us on our very first day, EEO programs are much more than just written documents, they are "living" documents. I have come to a total understanding of why he expressed this to us. Harry has also continued to provide daily training and exercises to ensure we are successful specialists who will make a difference with all of the programs that we have been assigned.

I've had the opportunity to travel to various field sites and have assisted them with the development of their programs. I've also assisted in a People w/Disabilities Accessibility Study at one of our field activities, and am preparing for another. I have to say it's been great seeing how well we are doing as a Command and how

enthusiastic everyone is. Since I've joined the Command Team, it has been very rewarding for me both professionally and personally. Professionally, it's been a wonderful career move for me, and, personally, I have gained a genuine feeling of self-worth. As I mentioned in my first newsletter, there are faces behind the programs and we as Special Emphasis Program Managers make a difference for those faces.

In my first newsletter article, I talked about my first hand experience attending the Perspectives of People with Disabilities conference held in Bethesda, MD. I thought I would expand a little in that program area and touch on reasonable accommodation, since it has been a hot topic around the Command.

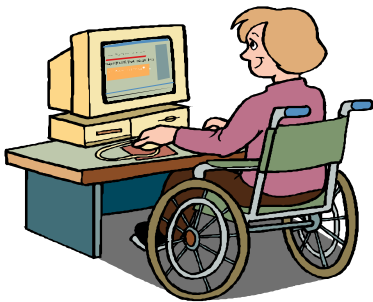
The Rehabilitation Act of 1973 requires federal agencies to provide reasonable accommodation to qualified employees or applicants with disabilities, unless to do so would cause undue hardship.

A reasonable accommodation is a change in the workplace or in the way things are customarily done to afford a qualified person with a disability to apply for a job, perform job duties, or enjoy equal benefits and privileges of employment. Federal departments and agencies will make reasonable accommodations for qualified persons with disabilities unless doing so would impose an undue hardship on the agency.

Reasonable accommodations vary with each individual's need, the type of position in question, and the ingenuity of the agency. Accommodations are made on a case-by-case basis, taking into consideration the

applicant or employee, the specific disability and existing limitations, the essential functions of the particular job, the work environment, and the effectiveness of the proposed accommodation. The cost of a job or work environment accommodation can often be minimal.

EEO Offices should widely disseminate their reasonable accommodation policies and should integrate the topic of reasonable accommodation into existing training for management and supervisory employees, as well as for those connected with agency hiring processes. It should be noted that the process isn't just for the individual employee, but also for managers and supervisors who have the need to know what the exact process is and what is required to be done to comply with requirements that reasonable accommodation be made to those with disabilities. I can't stress how important it is for supervisors and managers to be fully trained in this area. Supervisors need to be made aware of their responsibility to the employee, the procedures for processing an accommodation, who can receive and process the request, the timeframes for processing and providing the request, how to request an accommodation, who to contact for an accommodation and so on...



As you all know, or should know, in July of 2000 Executive Order 13164 was issued and stated all agencies were required to adapt inner-office procedures to facilitate the provision of reasonable accommodations by July of 2001. EEOC has posted a copy of their inner-office procedures for everyone to see first hand and gather information from, hopefully setting a standard as to how a correct set of inner-office procedures should appear.

To date we have not received guidance from the Navy but have received notice that there is a draft-awaiting signature that will be released in the near future. Once we have received guidance, we will interpret and forward to each of you for implementation. For now, each of you should be preparing and accessing your current People with Disabilities Program.

As mentioned above, this article was a spin-off from my first newsletter article. Even though I spoke about the People with Disabilities Program in that newsletter, I don't want anyone to think that it's more important than any of the other Special Emphasis Programs. All of the Special Emphasis Programs are equally as important and affect many people's lives.

In closing I'd like to take this moment to thank each of you with whom I have had the opportunity to work, especially Harry and the Command Team, for making the first year of my new career such a success. I can't express the appreciation I have gained for what it is I do, actually for what it is we all do.

As I mentioned above I am responsible for all six of the Commands Special Emphasis programs and will stick by each of you to

ensure we keep an open line of communication. Not only will I be taking advantage of the newsletter to accomplish this but also other means such as emails, memos, phone conferences, etc.

Remember, we are all in this together, and, as Special Emphasis Program Managers, we all make a difference in someone's life every day.

GENERAL PROGRAM AREAS

Training Issues

By: Robin Joy

Command EEO General Program Specialist

Have you ever watched a Super Bowl or World Series? If so, how do you think those teams got there? They got there because they were dedicated, trained every day and worked hard and smart. They had the desire to be the best, and they did whatever it took to win. Who won? The best team won!

I played many sports in high school. Whether it was softball, basketball, cross-country, field hockey or track – we had practice every day after school for 2 hours. None of my teammates had plans to be a professional in any of these sports, but we all trained hard anyway. We wanted to be the best and win every game we played. In order to give our very best effort and be better, we practiced and trained whenever we could. We always gave 110%. Doesn't

that same concept prove true in everything we do? To be better, we need to practice and train. Training is a tool in achieving success at producing a quality product. What training do you need to accomplish your goals and be the best at what you do?

As mentioned in our previous newsletter, I have assumed new duties as the EEO General Program Specialist. Most of my time is spent as the Command EEO Training Coordinator. I am in the process of researching and coordinating a training program for EEO practitioners/managers in all 13 component areas. I am very enthusiastic to be involved in this new Command project. As I obtain information relating to training courses and conference schedules, I will review it and provide each of you with an analysis. I will be sending out information including various training areas that may be of interest to you, such as: AEP, SEP, ADR, Mediation, Counseling, Diversity, etc. in addition to information regarding upcoming conferences. Members of the Command EEO staff will be attending most of the national conferences this year. I will be providing you with critiques from the Command EEO staff on conference speakers and training issues covered at these conferences. Coordinating training efforts between the field activities and the Command staff, will help us determine our weaknesses and strengths for the Command as a whole. The better trained we are, the better the EEO services that we can provide to our customers.

Why has training become such an important issue? Some of us may think we already know it all, but the truth is – there are constant changes in EEO laws, executive orders, instructions and directives. Whatever your job may be, from an EEO

Assistant to the Command Deputy EEO Officer, there is training available for you. Training is necessary for new staff members to learn their roles, for seasoned staff and managers as a refresher course, and just to keep informed when changes occur. We can also use training as a valuable tool in communicating ideas, sharing problems and motivating ourselves.

An Individual Development Plan (IDP) is essential to communicate with supervisors/managers in the following areas: career goals, development capabilities, enhancement of technical and functional expertise, and to provide career opportunities. Getting needed training will benefit us individually, while at the same time, benefit the entire Command.

There may be many excuses for not getting training – but are they good enough? MD-714, Multi-year Plan Development asks, “Are EEO program officials receiving adequate training in EEO, personnel, administration, and management to effectively resolve problems and issues within their areas of responsibility?” As a Command, we need to have enhanced programs and provide quality EEO services. How can this be accomplished without having **more** than adequate training?



There are many web-sites that provide information on EEO training in the form of courses, conferences, seminars and symposiums. The following listing is only a few of the sites available:

BIG Conference –
<http://www.bignet.org>
 DEOMI –
<http://www.patrick.af.mil/deomi/deomi.htm>
 DONHR –
<http://www.donhr.navy.mil>
 EEOC –
<http://www.eeoc.gov>
 EXCEL Conference –
<http://www.eeoc.gov/taps/taps-48.html>
 FDR Conference –
<http://www.fdr-conference.org>
 FEDS –
http://www.feds.com/free_lib/evntcal.htm
 Graduate School, USDA –
<http://nisc@grad.usda.gov>
 IMAGE Conference –
<http://www.nationalimageinc.org>
 Navy Learning Network –
<http://www.navylearning.navy.mil>
 NIEHS –
<http://www.niehs.nih.gov/oeo/homepage>
 OPM –
<http://www.opm.gov>
 Public Administration Forum –
<http://www.paf.org>
 QUAD Conference –
<http://gsa.gov/r9feb/quad/about.htm>
 Rushford & Associates –
<http://www.rushfordtraining.com>

I will be in contact with you to establish a Command tracking system for EEO training - including training you have completed, training you need, and any problems/issues you have in obtaining necessary training. Please share with me any training

information available that may be beneficial to other EEO staff.

As previously mentioned, training issues will be my main focus with my new duties. However, I will also be involved with AEP reports for the Commander's Conference Initiative and 7.3.4 Under-Representation Initiative. Your quarterly submissions should be electronically sent to me for processing, with a signed copy following by mail. If you have any concerns or special requests, please contact me.

COMPLAINTS CORNER

Policy on Sexual Harassment (POSH)

By: Gwen Hicks
Command Discrimination Complaints
Manager

It is that time to put in place the annual Policy on Sexual Harassment (POSH) training for employees and supervisors at your commands. Each year, it becomes more and more of a challenge to develop and present POSH training in an interesting and different manner from prior years. Many of us have reduced the training to viewing videotapes and/or train managers and supervisors to conduct the training. We also make sure that the training does not exceed one hour, which includes a question and answer session. Of course many of us

feel that the training is redundant. This might be how you feel, but the number and type of sexual harassment claims presented to our EEO officials supports the fact that some of your employees and supervisors are either not taking sexual harassment seriously or refusing to abide by the rules and regulations concerning sexual harassment in the workplace. I know many of you will state that you do not have that many sexual harassment claims each year. The fact is that you are still getting more and more sexual harassment claims each year. Remember, our command leaders have indicated in a written policy statement, posted on all official bulletin boards throughout your command, that there is ZERO tolerance for sexual harassment in the workplace. Are you, as the EEO officials, doing all you can to support this policy? Do you or the agency's designee, investigate all sexual harassment claims within a 3-day timeframe after you become aware of the incident(s)? Do you keep your commander/commanding officer aware of all sexual harassment claims and the results of each investigation? What do you do if there is an indication of a hostile working environment? Do you recommend appropriate disciplinary action if sexual harassment is substantiated and follow-up on your recommendation(s) to ensure that some type of disciplinary action was/was not taken and why?

I know that most of you are very familiar with the regulations concerning sexual harassment claims. The EEOC has ruled that if the agency takes immediate and appropriate action once it has become aware of a sexual harassment claim, it has no liability. We must also keep in mind that the agency must also have a clear and precise policy and/or regulation concerning sexual

harassment and that all employees are aware of it.

In September 2000, during the HRO/EEO conference, each one of you was given a copy of NAVAIR's policy statement which requires us to investigate and report sexual harassment claims. The policy also included the use of both the traditional EEO process and Section 1561 to address sexual harassment claims.

Let's do what we need to do to eliminate sexual harassment claims and support the command's policy of zero tolerance. Prevention is the best method. We can base our next year's training sessions on what types of claims are filed during the previous year. We can involve top management by having them introduce the training and give their policy on sexual harassment. Also, have an EEO representative present, when possible to field questions. Remember to update your command policy statements after each change of command. You might also want to consider conducting sexual harassment training sessions in work areas that have numerous and very serious sexual harassment claims. Recommend and ensure that immediate and appropriate disciplinary action is taken, when applicable, for all sexual harassment claims.

BITS AND PIECES

- First, the good news...Sonyia Smallwood, our EEO Assistant for almost three years, was selected this past quarter for an EEO Specialist position in the NAWCAD EEO Office here in Patuxent River! We are very happy and excited for her (especially because she is still in our building, right down the hall)! This is well-deserved and we wish her all the best. The bad news...we will miss Sonyia's professional approach to her job as well as her expertise in many areas and the 'one team' attitude she displayed here in our office. But we know she'll take those attributes to her new job and will still be a part to the command's EEO Program. So, there isn't really any bad news after all! We are currently in the recruiting process and hope to be back to normal operations soon.
- Several members of the Command EEO staff spent some time this quarter at NAWCAD Lakehurst – 2 trips, in fact. The first trip involved training/helping the People with Disabilities Program Manager, Lee Leslie, to do an accessibility study. This is an extensive project, still ongoing, that has involved many interviews with employees and their supervisors as well as a tour of their workplaces/facilities. Lee is doing a great job with this effort! Affirmative Employment training was on the agenda for our second trip to Lakehurst. NAWCAD Lakehurst is in the process of developing a new multi-year plan and

had requested some assistance. They very graciously offered to host a larger training session so that we could invite other NAVAIR activities to participate. We feel this was a very worthwhile venture for all involved.

As you know, if you have a need, we will always take our show on the road if that option is better for you. We can bring

affirmative employment, counseling, EEO committee, and Special Emphasis training to your site and open it to all activities who would like to send representatives. This works out for everyone. Please call to discuss ideas with us.

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